

Indiana Department of Transportation  
RFP No. 06-08  
07-11-06 Posting Date  
Request for Proposals Notification  
Response Due Date: 07-25-06, 4:00 p.m.

### **Summary of Items Included**

Office of Business Information and Technology Solutions  
**Item No. 1. Lean six sigma professional services**

### **Consultant Meetings and Communication Policy**

Please note the following policy concerning communication with the Department during the Request for Proposals (RFP) announcement and selection process:

During the time period between advertisement and the announcement of final consultant selections for the RFP Selection Process, the Department will not communicate with consultants (or their agents) regarding the status of the selection process, or entertain any communications related to marketing, etc.

Permissible communications include project administration activities for authorized agreements, scope and negotiation activities for projects selected but not under contract, training or related activities and technical or scope of services questions specific to services included.

Questions related to this RFP are to be directed via e-mail to [contractsrfp@indot.in.gov](mailto:contractsrfp@indot.in.gov). Please include subject: RFP0608-name-question with the question. INDOT personnel will prepare a question and answer document that will be posted on the website with this advertisement. Please submit your questions as early as possible to allow sufficient time for response and please review previously posted questions prior to submitting.

### **Letter of Interest Submittal Instructions**

Firms interested in being considered for selection shall respond by sending one email for this item along with one required attachment, as noted below. All responses are to be emailed to [Contractsrfp@indot.in.gov](mailto:Contractsrfp@indot.in.gov) with each of the attachments listed below. The subject line for each email and the attached file names are to match the following format with no spaces: RFP0608-[Firm Name or Nickname]-Item-#.

#### **Required Attachments:**

- one (1) Letter of Interest (LoI) in pdf (preferred) or tif format, named in the same format as identified above for the subject line with “-LOI” added to the end, and  
*Sample file name: RFP0608-myconsultingfirmornickname-item-1-LOI*

**All Letters of Interest must be received no later than 4:00 pm, Indianapolis time, on July 25, 2006, to be considered. A reply confirmation of receipt will be returned for each email submitted. When completed, selections will be announced through the [Department's Website](#) .**

## **Selection Procedures**

The Department will directly select consultants for this item listed above and further described herein, based on a Letter of Interest (LoI) and other required documents. The requirements for the LoI and the [Consultant Selection Rating Form](#) (**Exhibit A** below) that will be used by INDOT to evaluate and score the submittals are shown below.

### **Requirements for Letters of Interest**

#### **A. General Instructions for Preparing and Submitting a Letter of Interest**

1. Provide the information requested in the LoI Content (Item B below), in the same order listed, signed by an officer of the firm. Scanned signed documents or electronically applied signatures are both acceptable. Do not send additional forms, resumes, brochures, or other material unless otherwise noted in the item description.
2. LoIs shall be limited to a total of twelve (12) 8½" x 11" pages. Ten (10) pages for Identification and Qualifications and two (2) pages for the combined Key Staff and Project Approach, unless otherwise noted in the Project Description.
3. LoIs must be received by 4:00 pm, Indianapolis time on the due date. Responses received after this deadline will not be considered. Submittals will have to include all required attachments to be considered for selection.

#### **B. Letter of Interest Content**

##### **Identification and Qualifications**

1. Provide the firm name, address of the responsible office from which the work will be performed and the name and email address of the contact person authorized to negotiate for the associated work.
2. List all proposed sub-consultants and the percentage of work to be performed by the prime consultant and each sub-consultant
3. Remaining space within the ten (10) pages, Section A.1 may be utilized to provide personnel resumes, additional information concerning qualifications, etc.

### Key Staff and Project Approach

1. List the Project Manager and other key staff members, including key subconsultant staff. Include project staff for important disciplines and staff members that will be responsible for the work.

Address the experience of the key staff members on similar projects, and the staff qualifications relative to the required item qualifications.

2. Describe the capacity of your staff and their ability to perform the work in a timely manner relative to present workload and the availability of the assigned staff.
3. Provide a description of your Project Approach or of your approach to the advertised services. For project specific items confirm that the firm has visited the project site. For all items address your firm's technical approach, understanding of the project or services, cost containment practices, innovative ideas and any other relevant information concerning your firm's qualifications for the project.

Exhibit A, this form will be used by INDOT to evaluate and score the submitted LoI's.

Selection Rating for RFP- No. \_\_\_\_\_, Item No. \_\_\_\_\_

Consultant Name: \_\_\_\_\_

Services Description: \_\_\_\_\_

Category	Scoring Criteria	Scale	Score	Weight	Weighted Score
Disputes	<b>Outstanding Agreement Disputes.</b>				
	No outstanding unresolved agreement disputes > 3 mos. old.	0		20	0
	Outstanding unresolved agreement disputes more than 3 mos. old.	-3			
Past Performance	<b>Historical Performance.</b>				
	Timeliness score from performance database.			15	
	Quality/Budget score on similar work from performance database.			15	
	Quality/Budget score on all INDOT work from performance database.			10	
Capacity of Team to do Work	<b>Evaluation of the team's personnel and equipment to perform the project on time.</b>				
	Availability of more than adequate capacity that results in <b>added value</b> to INDOT.	1		20	0
	Adequate capacity to meet the schedule.	0			
	Insufficient available capacity to meet the schedule.	-3			
Team's Demonstrated Qualifications	<b>Technical expertise: Unique Resources &amp; Equipment that yield a relevant added value or efficiency to the deliverable.</b>				
	Demonstrated outstanding expertise and resources identified for req'd services for value added benefit.	2		15	0
	Demonstrated high level of expertise and resources identified for req'd services for value added benefit.	1			
	Expertise and resources at appropriate level.	0			
	Insufficient expertise and/or resources.	-3			
Project Manager	<b>Rating of predicted ability to manage the project, based on: experience in size, complexity, type, subs, documentation skills.</b>				
	Demonstrated outstanding experience in similar type and complexity.	2		5	0
	Demonstrated high level of experience in similar type and complexity.	1			
	Experience in similar type and complexity shown in resume'.	0			
	Experience in different type or lower complexity.	-1			
	Insufficient experience.	-3			
	Historical Performance of Firm's Project Management from database.			5	0
Approach to Project	<b>Understanding and Innovation that gives INDOT cost and/or time savings.</b>				
	High level of understanding and viable inovative ideas proposed.	2		10	0
	High level of understanding of the project.	1			
	Basic understanding of the project.	0			
	Lack of project understanding.	-3			
Location	<b>Location of assigned staff office relative to project.</b>				
	Within 50 mi.	1		5	0
	51 to 150 mi.	0			
	151 to 500 mi.	-1			
	Greater than 500 mi.	-2			
	For 100% state funded agreements, non-Indiana firms.	-3			
<b>Weighted Total</b>					<b>0</b>

For categories that are not relevant to the particular agreement being evaluated leave the category score as N/A. This is to be as documented in the RFP.

The scores assigned above represent my best judgement of the consultant's abilities for the rating categories. Signed: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

### **Consultant Selection Rating Form Notes Specific to Use on this RFP**

1. Historical performance ratings will not be directly inputted from the database for this particular advertisement due to the fact that the current data is not directly compatible with new process. This applies to the Past Performance category and to the historical performance part of the Project Manager category. Instead, ratings will be assigned between 2 and -3 based on review of available performance data, the professional experience of the individuals doing the scoring and based on feedback available from any known references. When there is insufficient information available or when the information available indicates “at standard” performance a neutral rating of “0” will be assigned.
2. Location ratings will be assigned based on the location of the indicated responsible consultant office relative to Indianapolis.

**Office of Business Information and Technology Solutions**  
**Item No. 1. Lean six sigma professional services**

Work Description: Selected consulting firms to perform the following lean six sigma professional services:

1. As part of INDOT's effort to deliver Major Moves plan (10 year plan of funded high projects) and to advance Strategic Initiative for Process Excellence-PX), INDOT is seeking to identify an experienced lean six sigma professional service contractor who specializes both public, private and dot sectors. The ideal professional services contractor will be an industry experienced Master Black Belt with skills to assist in developing and continuously improving INDOT lean six sigma deployment plan. Lean six sigma has been selected by the Commissioner's staff as the "tool set" for leadership direction setting, project definition, process understanding (mapping), process improvement and new process validation.
2. INDOT seeks 3 year services from consultant to establish fully functioning lean six sigma Tour of duty station. This station will be staffed by one full time INDOT professional black belt, and accept every fall a new class of future INDOT leaders for black belt training and process improvement. The consultant is expected to provide in startup, training and plans to enable INDOT self sufficiency by end of contract. Full time Candidates from INDOT various business units are expected to spend a minimum of 2 years in learning and apply skills to improve key processes needed to deliver the Governor's Major Moves plan and to establish a cultural of continuous improvement.
3. Attached is the Generic Statement of Work for RFP for information. Pricing and hours are not to be submitted but be ready at time of contract negotiation expected to occur shortly after July 25<sup>th</sup>, 2006. There is an expedited schedule for contract signing targeted for early August 2006.

The planned No. of consultants to be selected for this item is 1.

Agreement Type: Negotiated Labor Rates

Maximum Agreement Amount: Will be negotiated, Federal funding involved.

Term of Agreement: Three years

DBE Goal: None

Required Prequalification Categories: Not required

Additional Qualifications:

Greater than five (5) years of experience in formulating and leading lean six sigma deployments

Proven experience in both public and private sector

Certified Master Black Belt to be used at all times in providing services under this contract.

**INDOT RFP 06-08**  
**Statement of Work for Lean Six Sigma Deployment**

1. Provide expert and experience-based assistance in co-developing INDOT plan for Process Excellence based on lean six sigma and its "Tour of Duty" Station. Utilizing experience with both private-sector and public-sector deployments, review INDOT's proposed plans and offer recommended improvements. This task includes time for review/analysis as well the actual communication/delivery.
2. Provide tailored leadership training to Commissioner's staff, describing the key elements of a successful deployment. This 2-day leadership session will be updated and delivered each year. This task includes time for preparation/tailoring as well the actual delivery.
3. Assist INDOT in the evaluation of personnel to be selected for training and leadership roles, including interviews of candidates both inside INDOT (n=6/yr) and potential hires (n=1). This assistance includes on-site services and phone consultation, including time for review and preparation.
4. A) Provide Lean Six Sigma Black Belt training for six individuals. Training includes multi-day classes over a 4-5 month period, with a total of 18 full classroom days. Task includes individual student project support throughout the training cycle.  
  
B) Provide Lean Six Sigma Black Belt training for six individuals through an on-site program in Indianapolis at a site provided by INDOT. Training includes multi-day classes over a 4-5 month period, with a total of 18 full classroom days. Task includes individual student project support throughout the training cycle.
5. A) Provide Lean Six Sigma Green Belt training for 10 individuals through the Consultant's open enrollment program in City \_\_\_\_\_. Training includes multi-day classes over a 2-3 month period, with a total of 10 full classroom days. Task includes individual student project support throughout the training cycle.  
  
B) Provide Lean Six Sigma Green Belt training for 10 individuals through an on-site program in Indianapolis at a site provided by INDOT. Training includes multi-day classes over a 2-3 month period, with a total of 10 full classroom days. Task includes individual student project support throughout the training cycle.
6. Provide ongoing deployment support and Master Black Belt (MBB) functionality to support INDOT deployment. This task includes assistance in project selection, project review with Black Belts, mentoring of Project Sponsors and overall deployment metrics. This task includes time for preparation/tailoring as well the actual communication/delivery.
7. Consultant plan to assist in development an internal Master Black Belt by providing additional training and mentoring to develop a self sufficient INDOT Tour of Duty/Resource Center. Task includes assisting INDOT in determining desired roles of its MBB, ongoing review of potential candidates, recommendation for specialized training (e.g. advanced statistical classes), on-job mentoring through either on-site or open-enrollment Black Belt classes (task 4) or gb classes (task 5), and on-job mentoring for ongoing deployment/MBB support (task 6).

8. Reimbursable expenses: Consultant will be reimbursed for actual out-of-pocket expenses, subject to limitations of State regulations, for any travel and living expenses required to support the above tasks, also including any student notebooks and other materials provided.
9. Provide other services and support for additional tasks, as may be defined by INDOT as required to support the deployment and implementations of the Lean Six Sigma initiative.

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**End of INDOT Web Page for Project Notification**